



**AIR FORCE COMPTROLLER**

The Ultimate Force Multiplier

# Navigating FM's Changing Landscape

featuring the 2015 FM Annual Award Winners

**SPRING 2016 — VOLUME 49, ISSUE 1 — SAF  FM**



# AIR FORCE COMPTROLLER

SPRING 2016 – VOLUME 49, ISSUE 1

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**The Honorable Deborah L. James**  
Secretary of the Air Force

**The Honorable Ricardo A. Aguilera**  
Assistant Secretary of the Air Force  
(Financial Management and Comptroller)

The *Air Force Comptroller* is an official, non-directive departmental publication distributed three times per year. Its purpose is to provide timely information to Air Force Financial Management and Comptroller personnel relating to mission accomplishment; to assist them in solving problems and improving efficiency of operations; to communicate new developments and techniques; and to stimulate professional thoughts and developments.

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# THE COMPTROLLER'S CORNER

Before I accepted the nomination as the new Assistant Secretary of the Air Force (Financial Management and Comptroller), I asked many former and current senior leaders in industry, academia, and government about the Air Force Financial Management (FM) community. They were unanimous in their praise for the Air Force FM team. All of them noted the professionalism, insightfulness, and intelligence of our total force FM enlisted, officers, civilians, and contractors. In the few short weeks I have been with you, this impression was confirmed in countless ways. I witnessed the talent and commitment of Airmen in the FM community to each other and the mission. All team members have demonstrated their integrity and skill to me in big and small ways.

Something more became clear to me. The skies in the coming years are not clear blue. There may be bumpy rides for us waiting just beyond the horizon. These changes are driven by growing threats around the globe and increasing pressures on the federal budget. Changes due to the upcoming Presidential and congressional elections are also a certainty. As FMers, we know that in one way or another, every Air Force mission or activity has a financial component. At some point, FM is critical to accomplishing almost every Air Force goal. The Air Force has no choice but to adapt to this changing situation just beyond the horizon. We, as FMers, must be prepared to adapt, too.

So, how do we prepare to adapt?

We must think ahead. In my career, preparing for the future often meant predicting what my boss needed in order to support his/her boss. This doesn't mean undercutting or going around your boss. It's the exact opposite of that – helping your boss be better at their job. Thinking this way helped me think strategically about the goals of the organization. Building my network and being sensitive to upcoming trends and information really helped me be successful. When I was right in advising my boss about the big boss' needs – I helped him remain relevant. In FM, relevance in supporting decisions of our leadership is one of our highest goals.

One of the key enablers of thinking strategically is knowing what information we use and control. How can this information become insight? Information that isn't put in context or shared in a timely way isn't useful. Information at the right time, in the hands of the right people, and in the right context becomes insight.

Thinking strategically, being insightful and networking are all helpful skills in adapting to an uncertain future. One of the key ways to develop these skills is to invest in professional growth. Education, career broadening activities, and challenging yourself in new jobs all enhance your skills and stretch your thinking. I've already seen our FM teammates embrace each of these paths. Building a stronger FM community demands that each of us challenge ourselves in this way. Each one of these played a positive role in my career development and I urge you to think about the same.

We may be in uncertain times, but each day I am more convinced that our FM community's future path is clear. The strength and dedication I marvel at daily in our community is our key to overcoming any obstacles. Those early impressions imparted to me by the leaders I spoke with before taking this job have only been confirmed in my short time with the Air Force. I am optimistic about the future despite any storms over the horizon because of who you are and what we are together as an FM community.

All the best,

**Ricardo Aguilera**

*Assistant Secretary of the Air Force (Financial Management and Comptroller)*



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going on in FM  
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# The Fabric of FM featuring A1C Folly Keuvidjin

by MSgt Gareth Davis, AFSPC



A1C K was assigned US Treasury checks in order to obtain local currency to perform his paying agent duties

**One of the key ingredients that makes our Air Force and financial management community so great is the diversity within our team.** Our

Chief Master Sergeant of the Air Force, James A. Cody, hit the nail on the head when he said, “The men and women serving in the U.S. Air Force are representative of the diversity of our nation. We value this diversity and it’s one of our greatest strengths; our Airmen come together to produce an incredible team that can accomplish any mission and overcome any challenge. The uniqueness of these Airmen and the ability to leverage this uniqueness over time will ensure we remain the world’s greatest Air Force.” One of these amazing Airmen who is a part of our incredible financial management team is A1C Folly Doukou Kuevidjin, or simply Airman “K” for short.

The first thing you need to know about Airman K is that he is one of the few people who can actually say he has “won the lottery.” Being forthright about the situation, this is probably not the type of lottery you are thinking about, so let me explain. Airman K was born in the city of Lomé, the capital city of Togo (West Africa). Due to political instability, his parents moved him, his two sisters, and his brother to the Ivory Coast. His hard work in high school eventually paid off, and he was able to continue his education at the University of Lomé where he earned

his bachelor’s degree in geography. After graduating, he spent several years working at the Togolese National Statistics and Accounting Office where he worked his way up to cartographer team lead. Life was good for Airman K, but little did he know his life was about to take a different course. While watching television, he saw a commercial that advertised a way to win a Permanent Resident Visa to come to the United States; the only catch, he needed to win a lottery to be selected for the program. He applied, and amazingly enough, he actually won the lottery and was eventually granted a Permanent Resident Visa to come to the U.S. Yes, Airman K is an actual lottery winner!

Making a giant leap of faith, while clinging on to the promises of the freedoms we hold so dear, Airman K left his entire family in Africa and immigrated to the U.S. His first job in America was working for Amazon as a warehouse associate. Working for Amazon was a great career opportunity, but after two years in the company, he felt a higher calling to do something else with his life. That higher calling was to serve his new country by enlisting in the world’s greatest Air Force, our United States Air Force. One of the best, diversity-producing programs in the Air Force is the ability for young men and women, who lack American citizenship, to enlist in the Air Force while holding legal permanent resident status. The only stipulation is that you would then have to obtain your U.S. citizenship within your first four years of service in order to re-enlist. Knowing the tough road ahead, but being well-tested and prepared through his amazing life journeys, Mr. K became an airman in January 2014.



After graduating from basic training, he started his financial management career under the guidance and mentorship of the instructor core at the Financial Management Learning Center at Keesler AFB, Mississippi. While learning his functional responsibilities at the Financial Management Apprentice Course, he wasted no time in striving to obtain his U.S. citizenship. Being as driven and focused as he is, it should be no surprise that he was able to accomplish both goals at the same time. He successfully graduated from tech training and became a U.S. citizen in June 2014.

The next chapter of Airman K's life began when he arrived at his first duty station at the 21st Comptroller Squadron at Peterson Air Force Base, Colorado. He immediately hit the ground running performing as a finance technician serving our nine-thousand member customer base working within the

Permanent Change of Station In-processing System and eFinance programs, and also serving as a lead defense travel administrator. He continued to fine tune his technical abilities through his upgrade training. In addition, he also took and passed the foreign language proficiency test for French (the official language of Togo), and it was officially annotated in his records. When the Air Force found out about this skillset, Airman K became a hot translating commodity.

It did not take long for him to receive his first translator deployment. He was tasked to support Operation Juniper Micron at the 768th Expeditionary Air Base Squadron in Niamey, Niger (West Africa). Although Airman K is very quick to tell you that he cannot share the specifics of his deployment due to the classified nature of what they did, he did share some of his general responsibilities. He was the sole Air Force translator on the base and was on-call 24 hours a day, 7 days a week. The Air Force shares the base with the French and Nigerian Armed Forces, and he was the middle man between them translating sensitive mission requirements and security operations. ➤



Top: Every two weeks, AIC K translated to the Nigerian police the type of cargo that was brought aboard

Bottom: AIC K served as a 768th Expeditionary Air Base's SFS Augmentee. His efforts helped protect the installation from local threats.

# The Fabric of FM featuring AIC Folly Kuevidjin

cont.



AIC K translated the coordination of 800lbs of toy/clothing donations to a local orphanage

For the majority of his deployment, Airman K's mind was far from his finance responsibilities as he was engulfed in his translator duties, but that was about to change.

At some point in our careers, we have probably all been stopped and asked the question, "Are you Finance?" Well, Airman K is no different, but this type of question holds a different meaning when the senior non-commissioned officer-in-charge of a deployed PERSCO (Personnel Support for Contingency Operations) asks the question. Unfortunately, the finance paying agent tasked for the deployment was delayed en route, and it would be approximately 30 days before he could arrive in country. Leaning on his prior contingency training, Airman K taught himself paying agent duties through the online Combat Comptroller Familiarization (Advanced) Course. Through his drive and perseverance, Airman K was able to step up and fill the paying agent position, which prevented severe mission degradation at the 768th Expeditionary Air Base Squadron. Not only was Airman K the sole Air Force translator, but he was now also the sole certifying official responsible for a \$14 million budget and the sole paying agent responsible for \$388 thousand in cash operations! **What an amazing American! What an amazing Airman! What an amazing FMer!**

Our Air Force Chief of Staff, General Mark A. Welsh, said, **"The greatest strength of our Air Force is our Airmen! The greatest strength of our Airmen**

**is their diversity! Each of them comes from a different background, a different family experience, and a different social experience. Each brings a different set of skills and a unique perspective to the team. We don't just celebrate diversity ... we embrace it!"**

In our financial management career field, we too embrace diversity. Why? Because we have full appreciation for our Airmen like AIC Folly Doukou Kuevidjin that make up the "Fabric of FM"! 🇺🇸

## About the Author

*MSgt Gareth Davis is the Flight Chief, Financial Services, Peterson AFB. MSgt Davis leads a 17 man-team providing financial support to 10,000 personnel across 53 tenant organizations worldwide.*

# DEAMS Changing the Future Now

by Lt Col Matthew Waggoner, SAF/FM



Change is the law of life. And those who look only to the past or present are certain to miss the future. – John F. Kennedy

Whether its cell phones or fashion, change is unavoidable. The world of financial management within the Air Force is no different. Over the last few years, the Air Force has undergone some significant operational changes with the introduction of the Defense Enterprise Accounting and Management System (DEAMS). As with all change, initial resistance is expected, but in time the change becomes normalized as we see improvements in our daily lives. The question I'm often asked when I'm on the road is, "Why change? The old system works fine." I offer this: my father purchased a brand new Macintosh computer in the early 80s. It came with the sticker on the box that said "4MB of RAM – All you ever need." As a terrible typist, I loved the upgrade to the word processor. It saved me hours of retyping and a lot of money by not having to buy extra typewriter ribbons. That said, 4MB of RAM will not get you very far today. A song on your phone today averages about 4MB. So while I love the familiarity of the old system, it doesn't provide the capability we need to operate in today's business environment.



As we transition from our legacy systems to DEAMS, keep a couple things in mind. First, DEAMS provides the foundation to support auditability, allows us to upgrade our technology from the 1960s BQ system, and provides enhanced capability to improve operations. Second, you are not alone in this transition. The DEAMS team delivers a lot of support and assistance to learn and operate in the new system. Third, DEAMS is still in development. This gives you the opportunity to help us ensure we provide the right capabilities to meet mission needs. Every change starts with a push to move from the status quo. In our case, auditability was a major driver.

Simply put, DEAMS is a critical enhancement for the Air Force to have full financial statement audit readiness by FY17! The Department of Defense (DoD) Inspector General's report, 6 January 2003, states:

"The Air Force did not provide the financial statements on a timely basis... Material weaknesses in internal control and instances of noncompliance with laws and regulations continued to affect the current period... Management acknowledged that the financial data reported to the financial statement was unreliable. As a result, we were unable to complete required audit procedures." ➤

# DEAMS Changing the Future Now *cont.*

In November 2015, SAF/FM highlighted DEAMS contributions in its “United States Air Force Schedule of Budgetary Activity (SBA) FY 2015.” The SBA audit acknowledged that DEAMS deployments will yield substantial long-term improvements as an integral component of validating SAF/FM’s Financial Improvement and Audit Readiness (FIAR) strategy. DEAMS

deployments verified the Standard Financial Information Structure (SFIS) accounting allows information to be shared seamlessly with other DoD components, providing an authoritative data source and enabling consistent reporting for Congress, Office of the Secretary of Defense, and Air Force senior leaders, which significantly advances the Air Force’s efforts to publish auditable statements.

THE CURRENT STATE	THE FUTURE STATE
Accounting systems do not comply with federally mandated audit standards	Timely, accurate, and reliable information for decision makers
Material weaknesses in internal control <ul style="list-style-type: none"><li>• Multiple outdated, independent financial management systems</li><li>• Little or no integration between systems</li><li>• Lacked accuracy and timeliness inherent in today’s technology</li></ul>	Fully auditable system to meet statutory requirements
No central data source	Oracle® based solution with standardized business rules, processes, and language
	Captures data once and uses it across the enterprise
	<b>DEAMS provides us Accurate, Reliable and Auditable Financial Information!</b>

## SO HOW DOES DEAMS DO ALL THIS?

DEAMS uses CAC software, similar to what is used in the Defense Travel System (DTS), to create a record of every action taken on a document throughout its life cycle. This is a big first step in auditability. Additionally, DEAMS also requires you to have funding before a payment is made. This is also an essential step in auditability as you can tie funding received to requirements executed. I feel it is important to note here that auditability is not about perfection. It is about accounting for what we are doing. If a mistake is made, we back out the transaction and put it back in correctly. The important thing is there is now a clear record of that movement and explanation for why it occurred that allows auditors to track from cradle to grave. While these are small steps on a greater journey into auditability, they are very important in setting up a process for success.

The push for auditability also allowed us to upgrade our technology. The BQ systems we use today came about in 1969 as part of our Comptroller Office of the Future. If you want to talk classic cars and moon landings, 1969 was a great year, but not really great if you are referencing the creation of the computer systems we use in 2016. Currently, DEAMS takes advantage of the Oracle operating platform. This platform is not only technologically up-to-date, it also provides us with the ability to stay current as technology changes in the future. In fact, 250 of the top companies in America use the Oracle platform. This allows us to take advantage of corporate best practices not only for auditability, but also in the area of data analytics. Now this is all well and good from a corporate perspective, but what can DEAMS do for you on a daily basis?

DEAMS provides several capabilities that you have never had before. For example, DEAMS allows you to recall the work you previously completed. If you need to renew an option year on a contract, you can recall the old Form 9, adjust the line of accounting as needed, and push the document back through for certification without having to retype everything. DEAMS also consolidates information into a single location. From the creation of the requirement to the final vendor payment, the whole life cycle can be found in one system. Additionally, DEAMS gives you the capability to look at others’ work. This can save lots of time as you don’t have to completely build a document or a statement of work from scratch. DEAMS also allows you to adjust documents as they work their way through the approval process. This allows approval authorities to make corrections without rejecting the document back to the creator for minor issues. These are just a few of the capabilities DEAMS brings to the fight.



Another unique aspect of the DEAMS program is the massive amount of user support we provide. DEAMS provides a “one-stop-shop” to assist users through our DEAMS Outreach Portal (<http://go.usa.gov/WPqQ>). Here, users can benefit from a wide array of training guides, videos, and job aids, provide feedback via Lessons Learned, participate in monthly DEAMS Users Forums, and access our dual-processing guide to ease the transition to DEAMS.

Furthermore, you can access our DEAMS Users Group on our social media site milBook (<http://go.usa.gov/Z3uA>). It is a great way for users to collaborate and engage in discussions.




DEAMS Outreach Portal

Having completed Subject Matter Expert (SME) University workshops, our Regional SMEs are well versed in DEAMS processes and are placed throughout the Air Force to support the user community. Additionally, we established a Customer Support Division (CSD) last April to provide customer support via the help desk to assist users, provide additional training, and notification of system updates and trends across the Air Force. At the end of the day, DEAMS provides you with a lot of capability and support. And, as mentioned earlier, we are still developing the capability to further enhance the program.

DEAMS is a maturing system, so you will find things that need to change. It could be processes, policy, or an adjustment to DEAMS itself. This doesn't mean “make it look like legacy” is a valid driver to change DEAMS. For all of us who lived through the 80s, I think we can all agree parachute pants and neon color prints are things best left in the past. So, please look at DEAMS more for the capability it provides vice the look it has and recommend changes that will enable our financial management career field to operate at the highest level of efficiency.

Change is scary. I have been in the Air Force almost 17 years and the one thing I can say about our career field is we are in constant change. From LeaveWeb, to DTS, to the Financial Services Center, to DEAMS, the one thing we know about is change. Another thing I have noticed in my years of experience is that because of the change we have experienced, financial managers adapt better than anyone else. With each change, we have embraced the capability and applied it to ensure mission success.

**Although DEAMS may change how we do our business, the core principles of why we do our business have not changed.** I look forward to working with you as we continue to add capability and press toward our auditability goals. 

### About the Author

*Lt Col Matthew T. Waggoner is the Director of Integration for the Defense Enterprise Accounting and Management System (DEAMS). In this role, he is responsible for integrating the Air Force into DEAMS, reviewing lessons learned and fielding suggestions for potential system upgrades, and providing field-level expertise in the development of the system.*

# Get Ready for AFBEAT!

by Ms. Amber James, SAF/FM

The Air Force is revolutionizing the way it creates, validates, and executes its operations and maintenance budget. The Budget Operations and Integration shop, located in the Air Staff, is launching a new initiative aimed at automating, centralizing, and standardizing budget requirements across the enterprise. The Air Force Budget & Execution Analysis Tool (AFBEAT) will align



Financial Managers from AFIMSC participate in a SAF/FMBOIR-led focus group to evaluate the AFBEAT user interface and to provide feedback on the tool's functionality during the AFBEAT rollout in January

funding decisions with mission requirements and strategic objectives. Initially designed to support the stand-up of the Air Force Installation and Mission Support Center (AFIMSC), “AFBEAT is the first step to getting to an Air Force-wide tool to better analyze requirements by linking them with both historical programming and execution data to make better resource allocation decisions” noted Col Larry Rice, AFIMSC Comptroller.

As Maj Gen James Martin stated in his video announcement of AFBEAT, “From a strategic standpoint, we will shift the major command workload from building and maintaining budgets to analyzing programs. The focus is to align funding decisions through all levels of execution from the Air Staff to the squadron level. This new tool will better link dollars to strategy and will better ensure we execute scarce resources where they matter most.” To watch Maj Gen Martin’s video, visit: <https://www.milsuite.mil/video/11018>.

AFBEAT is a web-based, CAC-enabled tool that will allow users across the enterprise to build their portion of the execution plan and communicate with other users within the tool. At the user level, the tool facilitates greater visibility into where each requirement is in the execution process. Other features of AFBEAT include an easy-to-navigate user interface, visibility into the workflow level and status of each requirement, Excel import and export capabilities, and tool-generated reporting in Excel for data analysis. The export feature of the tool allows for easy upload into FMSUITE during the final submission step of the execution process. AFBEAT will start out as a tool to facilitate the FY17 Execution Plan, but has the capability to house future data calls as necessary.

An important component of the AFBEAT team’s mission is to build a tool that truly reflects the voice of the customer. Incorporating as many best practices from current execution plan processes and alleviating common friction points is critical to AFBEAT’s success and sustainability in the field.

In late October, SAF/FMBOIR hosted a rapid improvement event (RIE) attended by over 40 subject matter experts from the majority of major commands (MAJCOMs) and AFIMSC. The intent of the event was to streamline the current execution plan processes, eliminate redundancies, and identify key capabilities needed

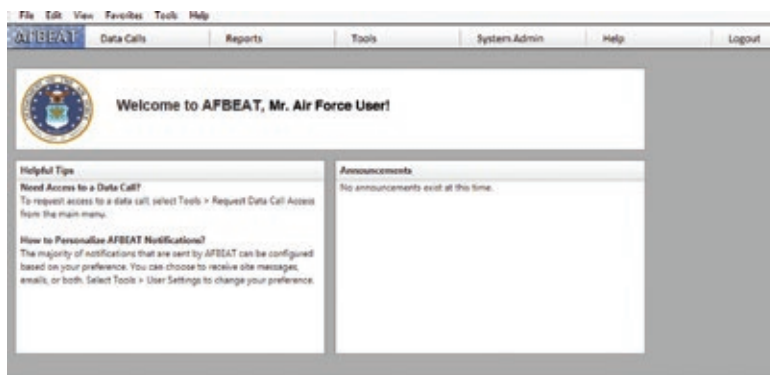


in a requirements-based budgeting tool. During the week-long event, budget analysts and technical/functional experts from various MAJCOMs worked together to identify pain points, develop solutions, and create an action plan for a clear way ahead. The RIE attendees were a diverse group of experts who made valuable contributions based on their knowledge and experience. Ultimately, the RIE assisted with the early developmental stages of AFBEAT by highlighting current MAJCOM best practices and identifying key capabilities to be incorporated into the new standardized approach.

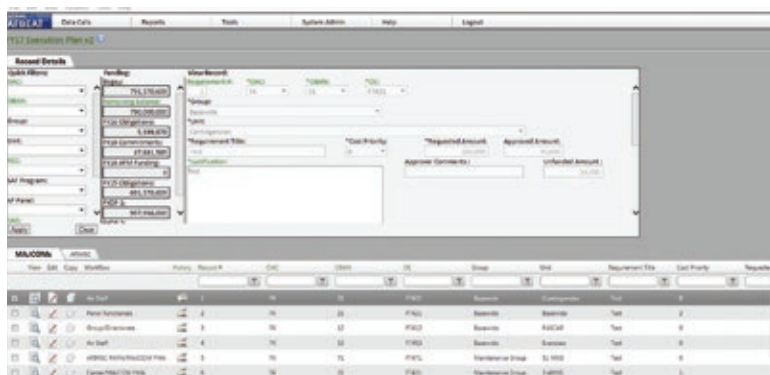
The RIE participants brainstormed a variety of capabilities that would enhance AFBEAT's utility, performance, and decision support capability. Using this input, the vendor developed a preliminary version of AFBEAT, and SAF/FMBOIR brought a select group of subject matter experts (SMEs) back to assess the progress. Each of the SME participants gave a demonstration of their current budget execution tools and best practices. Participants critically evaluated the current version of AFBEAT and gave feedback to improve the functionality of the tool. As a result of the focus group, several improvements were incorporated into the tool including making the user interface more user friendly and adding key data elements necessary for execution plan development.

The AFBEAT team conducted rollouts to five locations so far: AFIMSC, Air Mobility Command, United States Transportation Command (USTRANSCOM), Pacific Air Forces (PACAF), and Air Force Materiel Command. During the rollouts, the team presented AFBEAT at town hall meetings with FM experts. Over the course of the roll out trips, the team held demonstrations and initial training and feedback sessions with over 150 participants. The feedback provided by participants was consistently positive - a success that the AFBEAT team attributes to incorporating the voice of the customer through process improvement efforts. Ms. Linda Viverette from AFICA/FM said, "I thought the tool was really easy to use, particularly the import/export capability." SSgt Angela Parker from 15 CPTS in PACAF asserted, "I love AFBEAT! From a user standpoint, it really seems we got exactly what we needed out of an FM system. It's user-friendly, self-explanatory, and will make future fiscal planning much easier for everyone at all levels ... not to mention all bases will use this so the learning curve when moving from once command to another will be eliminated."

Over the next two months, the AFBEAT team will continue to roll out to additional MAJCOMs and unified commands. During these roll out visits, the AFBEAT team will provide on-the-ground training and continue to spread awareness of the tool throughout the FM community. The production site went live in mid-March, which provided MAJCOMs ample time to develop guidance for their execution plan process. All MAJCOMS will complete their execution plans for their mission-funded portfolio from the unit level up to the MAJCOM/FM offices in the tool. MAJCOMs will determine the validity of requirements and validate installation and unit submissions, consolidate the results, and submit the command execution plan to SAF/FMBO. Wing users will also complete a Base Operating Support ExPlan via AFBEAT that will provide AFIMSC the critical data they

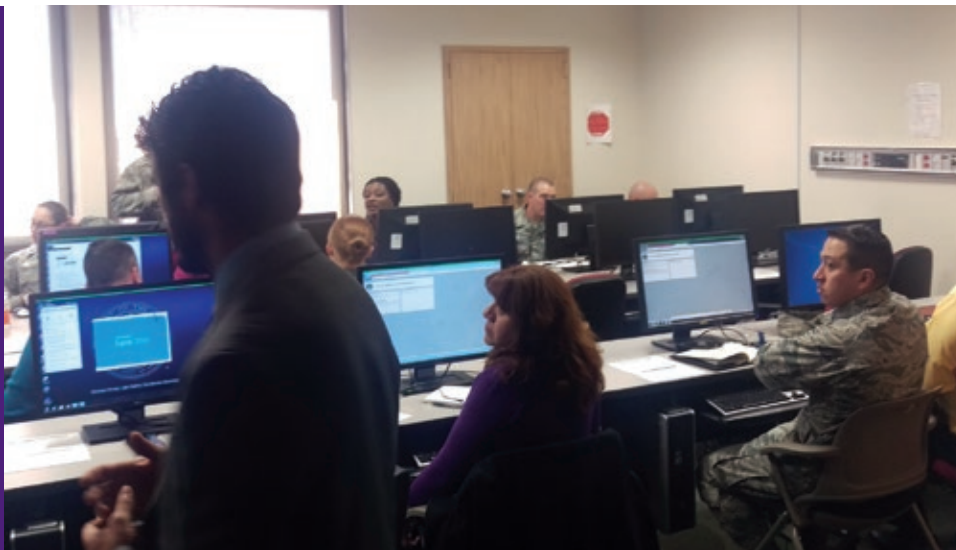


AFBEAT Welcome page



AFBEAT FY17 Execution Plan page

# Get Ready for AFBEAT! *cont.*



Mr. Chris Underwood, Budget Integration Chief at AFIMSC, evaluates the AFBEAT user interface with financial analysts from AFIMSC/RMFA during the AFBEAT rollout in January

need to provide consistent levels of service across all installations.

In mid-April, SAF/FMB issued annual instructions for preparing and submitting the execution plan. In the budget call, SAF/FMBO provided funding levels by program element (PE), element of expense code (EEIC) and emergency and special program code (ESP) (if applicable). Commands must plan to operate within the funding level provided in AFBEAT to carry out the new fiscal year's mission. The final command plan is due back in AFBEAT by 30 June and must balance to the SAF/FMBO bogey.

**AFBEAT is designed to meet the needs of financial managers at all levels. YOU are the customer, and our aim is to deliver a tool that adds value to you.** In the words of Ms. Emily Neimeyer, a budget analyst from USTRANSCOM, "AFBEAT will allow me to develop a stronger grasp on my organization's requirements to ensure we are spending every dollar where it counts. The continuity AFBEAT will provide is invaluable."

We encourage you to take advantage of the training opportunities and tools provided by the AFBEAT team as they become available.

For more information on AFBEAT, including training materials and artifacts from recent process improvement events, please visit <https://cs3.eis.af.mil/sites/OO-FM-BD-16/FMBOIE/1/default.aspx> or email: [usaf.pentagon.rsrcmgmt.list.saf-fm-saf-fmboir@mail.mil](mailto:usaf.pentagon.rsrcmgmt.list.saf-fm-saf-fmboir@mail.mil) ("USAF Pentagon RSRC MGMT List saf fm saf fmboir" on the global address list). 

## About the Author

*Ms. Amber James is a financial analyst with SAF/FM Requirements Generation Branch at the Pentagon ... and she is definitely upbeat about AFBEAT!*



## CONGRATULATIONS!

### WINNER OF THE BEST ARTICLE: FALL 2015

Until They are Home: Searching for Our Missing

*by Lt Col James (Rob) Culpepper*

# Joint Base San Antonio: Air Power Starts Here!

by Lt Col Steve Strain, AETC



Lt. Gen. Darryl Roberson, Air Education and Training Command (AETC) commander, proudly begins and ends every commander's call by roaring, "Air power!" In response, the crowd echoes, "Starts here!" It is a simple phrase, but when thunderously yelled throughout the crowd, it carries the spirit of Joint Base San Antonio (JBSA).

In 2005, the Department of Defense (DoD) received congressional authorization for a Base Realignment and Closure (BRAC) round. Under the BRAC Joint Basing Recommendation for San Antonio, installation support functions at the Army's Fort Sam Houston were combined with those at Randolph and Lackland Air Force bases under a single organization to form the largest joint base in the DoD. The Air Force is the lead agency for JBSA, comprising three primary locations at JBSA-Fort Sam Houston, JBSA-Lackland, and JBSA-Randolph, plus 8 other operating locations and 266 joint mission partners.



JBSA services more DoD students and has more active runways than any other installation. It also houses the DoD's largest hospital and only level-one trauma center, San Antonio Military Medical Center. JBSA supports more than 250,000 personnel on a daily basis. Its total plant replacement value is about \$37 billion, spanning across 46.5 thousand acres with an annual budget of \$550 million and an economic impact of over \$15 billion.

The Air Force established the 502d Air Base Wing to provide installation support across all JBSA locations. Its squadrons support specific functional areas so that operational squadrons based out of JBSA can focus on executing their missions. Each of the locations across JBSA are deeply steeped in air power history and are proudly supported by the 502d Comptroller Squadron (CPTS).

Dating back to 1946, JBSA-Lackland is commonly called "The Gateway to the Air Force." In building 5616 on JBSA-Lackland, the 502d CPTS welcomes all new enlisted trainees to the "Gateway to Finance." Every week, approximately 750 new trainees come into the finance office to establish their Master Military Pay Account and receive their very first Air Force pay installment of \$400. Before the Basic Military Training flights start to arrive at 7 a.m., a team of professionals come in to print out EZ Pay cards for each new trainee. The EZ Pay cards, similar to ATM cards, eliminate the need to issue cash and enable the trainees to purchase all of their initial issue items, essential toiletries, and even "that short haircut." Basic Military Training pay is just one of many Air Force-level unique operations at this location's finance office.

The 502d CPTS Financial Services Office also provides customer services and pay to over 25 thousand international students from 65 countries attending the Defense Language Institute and the Inter Americas Air Force Academy (IAAFA). ➤

# Joint Base San Antonio: Air Power Starts Here! *cont.*




This zero-fail financial mission was never more appreciated by the 37th Training Wing than when the Defense Language Institute had an emergency situation that required a group of Yemeni students to immediately return to their home country. A weekend financial management team was established within one hour and stopped all electronic payments, instead making manual cash payments to meet the immediate need. The Yemeni students were being recalled due to a coup d'état in their country and were considered a potential flight risk if they received their pay prior to their last day in the country. The team's quick action and ability to make manual payments en route to the airport reduced any potential flight risk and possibly prevented an international incident.

The cashier's cage is also responsible for regional disbursements to all eight of AETC's bases west of the Mississippi River. This equates to approximately \$2 million in disbursing and 5,000 Merged Accountability & Fund Reporting lines every month. The 502d CPTS Financial Management and Finance Office has locations at each of the major locations across JBSA.

Do you think your base has budget issues? Maj Benjamin Foulois probably did as well in 1909 when he and eight enlisted members started the first air mission at Fort Sam Houston with a budget of \$150 and one aircraft. His mid-year review requirements were pretty easily defensible at that time; he wanted a safety belt so he would not be thrown out of the aircraft and wheels so that his aircraft could take off and land.<sup>1</sup> Things have changed a bit since then, but all of the budgeting for the 502d Air Base Wing and the accounting for 54 Air Force mission partners across the joint base still happens at JBSA-Fort Sam Houston.

The 502d CPTS Financial Management and Accounting Office supports five headquarters including AETC; 3 numbered Air Forces; 6 Active Duty, National Guard, and Reserve wings; the Air Force Installation and Mission Support Center; and 39 other mission partners. Over \$6 billion is accounted for and certified every year by a team of dedicated and hardworking financial managers. Also included in the financial management and accounting team is the TDY-to-School financial management team. They provide customer service to 164 Air Force installations and process over 60,000 sets of orders every year out of JBSA-Randolph. If you have been to any professional military training, these committed professionals helped load, process, and reconcile your travel.

The proud men and women of the 502d CPTS stationed at JBSA have the honor to serve many unique missions, but there is no bigger honor than serving the next generation of the Air Force every day. Whether you see that next generation when enlisted trainees become Airmen and march across the parade ground every Friday morning at a JBSA-Lackland's Basic Military Training graduation, or you see them working with our talented, future medical professionals at JBSA-Fort Sam Houston, or you see the T-1A Jayhawks and other pilot trainer aircraft takeoff with precision at JBSA-Randolph, rest assured comptrollers, the future of the Air Force is very bright because air power starts right here at Joint Base San Antonio, Texas. 

<sup>1</sup> <https://www.youtube.com/watch?v=r17UvTxYNqo>

## About the Author

*Lt Col Steven A. Strain is the Commander, 502d Comptroller Squadron, Joint Base San Antonio, Texas. He received his commission from the Virginia Military Institute in 1997. His previous assignments include squadron command, congressional liaison, multiple staff tours on the Air Staff, in acquisition program offices, and various base-level comptroller assignments.*

# Change is Hard, But Worth It!

by Col Brian Kehl, AFSPC



**Why is change so hard?** Because it's intensely personal! Change demands you, your coworkers and/or your organization do something different or think about a problem or process in a new way. The fear of taking a step into the unknown drives most of us, who work for an institution that does not change very rapidly, to avoid change and to fear proactively pursuing a more efficient and effective method to accomplish the mission. Another challenge is most changes in the Department of Defense are driven from the top-down; the opposite of how lasting organizational change is usually ingrained. Years ago, I stopped keeping track of how many times people working for me would say, "That's the way we've always done it" when asked why they approached a problem the way they did or staffed a package that was not well done. Most of these well-



meaning individuals never questioned "why" they had always done it that way. I've discovered if you do a little research you will likely find why something is done the way it is in your organization, and I bet that most of the time the environment that drove doing it the way you have always done it changed a long time ago. I'm not a fan of change for the sake of change; however, each of us has a responsibility to proactively manage and, when required, change processes and procedures to effectively adapt to factors that are often outside our control.

At Air Force Space Command (AFSPC) we proactively made a significant change on 1 October 2014 when the programming function from AFSPC/A8 merged with AFSPC/FM. This change was not downwardly directed by Air Staff; AFSPC proactively accomplished the change to better align the entirety of the resourcing function under one directorate. The change fostered improved communication and information flow between AFSPC/FM and SAF/FM because Air Staff merged the programming function from AF/A8 with SAF/FM the same day. How's the AFSPC change worked out? Like all positive changes, it's been challenging, but worthwhile. After a little more than a year, the expanded directorate has come to appreciate the daily synergies that occur when the MAJCOM FM, who is an operator at AFSPC, "owns" the full spectrum of financial resourcing – from cancelled/expiring years, to current year, to the five years encompassed by the Program Objective Memorandum (POM). As a side note, the Air Force Installation and Mission Support Center (AFIMSC), an organization driven out of the crucible of change, is working towards a similar financial resource span of control for mission support dollars.

The AFSPC merger drove a much needed positive strategic change. When my division tackles current year execution challenges or issues we're constantly assessing what the POM impact will be because our boss doesn't just care about execution, he also cares about programming. The AFSPC programmers often ask us how a particular POM disconnect, initiative, or offset will ➤


# Change is Hard, But Worth It! *cont.*

impact execution, or how under execution will affect the level of funding required in the out-years because their boss cares about more than just the POM, he also cares about execution. The merger drove a positive incentive structure that makes it mutually beneficial for everyone in FM to understand the full resourcing timeline. Was the merger a good thing? I believe the pros significantly outweigh the cons.

A change that has or will affect everyone in Air Force Financial Management is the Defense Enterprise Accounting and Management System (DEAMS) implementation. At AFSPC, we decided late in 2015 that we could complain about DEAMS or we could embrace the inevitable change and help guide AFSPC implementation. We had the opportunity last November to brief Mr. Doug Bennett, Principal Deputy Assistant Secretary for Financial Management and Comptroller, and we conscientiously choose to spend most of our time discussing how AFSPC could be a change manager for DEAMS implementation. Rather than whine to Mr. Bennett that DEAMS will be hard because AFSPC is unique (aren't we all unique), we told him, "Let us help work the interfaces between DEAMS and the Job Order Cost Accounting System, let us help with the Comprehensive Cost and Requirement System interface. Send your DEAMS trainers to AFSPC now and let us experiment with the system so we better understand how to effectively implement it." We internalized that DEAMS was a downwardly directed change that we could influence or begrudgingly accept. We choose the first option and it's made a significant difference in how we approach the transition.

How you react to DEAMS implementation is in large measure a function of how open you are to change. DEAMS is not perfect and it won't solve all our financial management challenges; however, the pros of moving to DEAMS outweigh the cons. I had the opportunity to visit a DEAMS base in October 2014 with the Honorable Lisa S. Disbrow when she was the Assistant Secretary of the Air Force for Financial Management and Comptroller. It was interesting to gauge the reaction to DEAMS implementation by individuals who had numerous years of FM experience compared to individuals who had entered the Air Force after DEAMS implementation. The folks who had been around a while had a difficult time with DEAMS because the screen inputs, flows, and lines of accounting were not familiar. They found every fault possible with the new system and longed for the old way of doing things. We heard very little positive feedback from these individuals and lots, and lots, and lots of negative feedback. In stark contrast, the new employees were happy with DEAMS and identified little they wanted changed. It was interesting to observe the vastly different opinions of DEAMS from people in the same squadron working next to each other. It was clear squadron members' comfort levels were challenged by change, but that doesn't translate to change is a bad thing. It simply means we need to learn how to influence, incorporate, and internalize change so we can use it to our advantage.

There's another change coming tied to how FM builds execution plans – the Air Force Budget and Execution Analysis Tool (AFBEAT). Will it solve all our execution plan build challenges? No. Will it improve the current process? Yes. How will you react to AFBEAT? Will you complain about it? Will you tell all your coworkers Air Staff has lost their minds once again? Or, will you embrace AFBEAT and learn how to use it to improve your processes and procedures? The choice is yours!

Hopefully I've demonstrated one thing about change we can all agree on—it's constant. As a financial manager, you are faced with only a few courses of action (COA) when change arises. You can ignore the change and eventually become irrelevant, you can fight the change until it overwhelms you, or you can accept the change and proactively work to influence its implementation. It should be obvious from this article which COA I recommend. 



## About the Author

*Col Brian Kehl is the Chief of the Financial Analysis Division at Air Force Space Command. His division manages over \$10 billion of annual Investment and Operations and Maintenance funding for AFSPC. Prior to his current position, he was the Senior Military Assistant to the Under Secretary of the Air Force. Col Kehl earned a PhD and master's degree in economics from George Mason University, a master's degree in cost analysis from the Air Force Institute of Technology and a bachelor's degree in accounting from Brigham Young University.*

# Leadership and Self-Deception: Getting Out of the Box

by The Arbinger Institute

REVIEWED BY SRA JEFFREY LUGO AND SRA JESSICA BRIDGES

The Arbinger Institute's *Leadership and Self-Deception: Getting Out of the Box*, is based on the Arbinger Institute's real-life experiences working with other organizations. This book explains how valuable it is to recognize coworkers', family, and friends' frustrations, ambitions, and yearnings in life. Also, it explains how to overcome the implications of self-deception.

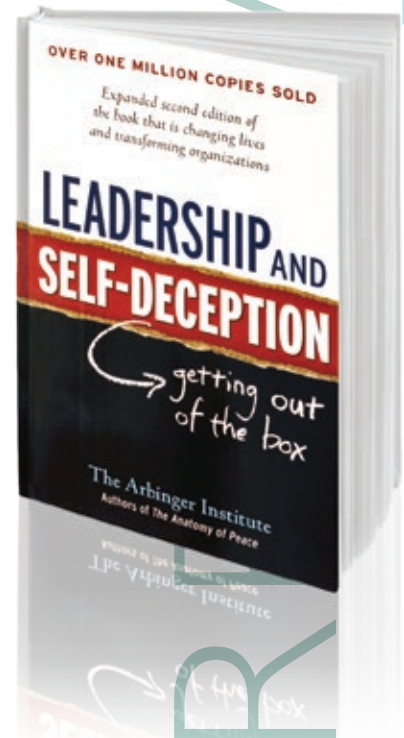
The story is told through Tom Callum, an executive at Zagrum Corporation; Bud, vice president at Zagrum; and Kate, president at Zagrum. Bud and Kate open Tom's eyes to the idea of self-deception, how we all are "in the box," and the steps necessary to operate outside the box. Tom's "in the box" actions give him a false sense of reality in terms of himself, family, coworkers, and life. He fails to see that his actions cause him to treat others as objects rather than humans. The idea of how we get into the box starts with a feeling, followed by a choice. We choose whether to honor the feeling or betray it. "Self-betrayal" occurs when we exaggerate our virtues, as well as others' faults.

When things go wrong, people in the box avoid responsibility and accountability because they believe they have done the right thing. They formulate an excuse to justify someone else's failure and highlight their virtue. The book explains if we continue to justify our self-betrayal over time, certain boxes become characteristic of us, and anyone that challenges our behavior becomes a threat to our self-image. Individuals living in the box suffer from a lack of commitment, engagement, motivation, trust, and accountability that leads to conflict, stress, bad attitudes, and communication problems.

The book lists six things that don't work when trying to get out of the box: 1) Trying to change others. When we are in the box we think others are the problem, so spending time and energy to change them is not an effective solution; 2) Doing our best to "cope" with others. If we come to work just to scrape by, we are accepting to stay in our boxes and therefore blaming each other for not getting the mission done; 3) Walking away—by walking away we deceive ourselves to think that we are behaving in a way that gets us out of the box, but the goal is to think differently to change our behavior. Walking away may seem like the politically correct action; however, it is better to be honest and have a truthful conversation with people to understand their goals and motivations. 4) Communicating—we need to be clear that we are free of any self-deception that may lie within ourselves before deciding to change our communication strategies. We could end up being manipulative toward the situation because we have certain views of people (e.g. Sra Doe is a lazy, lousy coworker); 5) Implementing new skills and techniques; and 6) Changing our behavior. Now, this is a bit confusing because in theory changing our behavior is what eventually will get us out of the box. However, the way we interpret this last bullet is that to get out of the box we need to change our mindset first to change our behavior. The book provides an important message; you need to have a keen desire to be out of the box for others. If we honor what our feelings tell us to do for other people, we will be out of the box and also recognize the problem lies within ourselves. We must follow the basic principle of treating others as we want to be treated and seeing each other as people, rather than objects. Persistently abiding by this philosophy will keep you out of the box.

## About the Authors

Sra Jeffrey Lugo and Sra Jessica Bridges work in the Accounting Liaison office at the Space & Missile Systems Center, Los Angeles AFB, CA.



# THE FINANCIAL MANAGEMENT & COMPT

The Major General  
Alfred K. Flowers  
Comptroller  
Organization  
of the Year Award

## **319 CPTS**

Grand Forks AFB  
North Dakota

### **Runner-Up**

2 CPTS  
Barksdale AFB  
Louisiana



Financial Analysis  
Office of the Year

## **377 CPTS/FMA**

Kirtland AFB  
New Mexico

### **Runner-Up**

2 CPTS/FMA  
Barksdale AFB  
Louisiana



Financial Services  
Office of the Year

## **374 CPTS/FMF**

Yokota AB  
Japan

### **Runner-Up**

11 CPTS/FMF  
Joint Base Andrews  
Maryland



# ROLLER FISCAL YEAR 2015 AWARDS



The Robert  
D. Stuart Award  
For Excellence  
in Financial  
Management



**Maj Jessi R. Schaefer**  
SAF/FMB  
Pentagon

The James  
E. Short Award  
Outstanding  
Contribution  
to Mentorship  
and Career  
Development



**Col Lasheeco B. Graham**  
AF/RE  
Pentagon

The Major  
General Frank R.  
Faykes Financial  
Management  
and Comptroller  
of the Year



**Lt Col William A. Sullivan**  
99 CPTS/CC  
Nellis AFB  
**Runner-Up**  
Lt Col Charles D. Barkhurst  
673 CPTS/CC  
Joint Base Elmendorf-Richardson

Chief Master  
Sergeant  
Larry P. Gonzales  
Superintendent  
of the Year



**SMSgt Nathaniel A. Bettisworth**  
509 CPTS/FMD  
Whiteman AFB  
**Runner-Up**  
SMSgt Brian P. Mailloux  
17 CPTS/FMD  
Goodfellow AFB

# THE FINANCIAL MANAGEMENT & COMPT

The Excellence  
in Cost Analysis  
Award



**Mr. James E. Otte**  
AFLCMC/FZCR  
Wright-Patterson AFB

Financial  
Management  
Officer of the Year



**Capt Aaron M. Schlom**  
15 CPTS/FMF  
Joint Base Pearl Harbor-Hickam

**Runner-Up**  
1st Lt Anthony J. Muscarella II  
9 CPTS/FMA  
Beale AB

Financial  
Management  
Civilian of the Year  
(GS-9  
and above)



**Ms. Shaina R. Williams**  
88 CPTS/FMAI  
Wright-Patterson AFB

**Runner-Up**  
Mr. David F. Patterson  
45 CPTS/FMAP  
Patrick AFB

Financial  
Management  
SNCO of the Year



**MSgt Gareth J. Davis**  
21 CPTS  
Peterson AFB

**Runner-Up**  
MSgt Toriano A. Banks  
628 CPTS  
Joint Base Charleston

# ROLLER FISCAL YEAR 2015 AWARDS



Financial  
Management NCO  
of the Year



**TSgt Troy M. Rivers**  
48 CPTS/FMA  
RAF Lakenheath, England

**Runner-Up**  
TSgt Jonathan A. Mollison  
99 CPTS/FMF  
Nellis AFB

Financial  
Management  
Airman of the Year



**SrA Justin A. Stetler**  
11 CPTS/FMF  
Joint Base Andrews

**Runner-Up**  
SrA Kayla M. Ciriello  
35 CPTS/FMF  
Misawa AB, Japan

Financial  
Management  
Civilian of the Year  
(GS-8  
and below)



**Mr. Darin M. Green**  
21 CPTS/FMFC  
Peterson AFB

**Runner-Up**  
Ms. Denise King  
48 CPTS/FMA  
RAF Lakenheath, England

Educator  
of the Year



**TSgt Brandy E. Cotton**  
335 TRS/UOC  
Keesler AFB

# THE FINANCIAL MANAGEMENT & COMPT

Author of the Year  
*A Change  
Management Journey*



**Mr. Thomas J. Murphy**  
SAF/FMF  
Pentagon

Acquisition Cost  
Analyst of the Year



**Ms. Meghan M. Kennedy**  
SAF/FMC  
Pentagon

Non-Acquisition  
Cost Analyst  
of the Year



**Ms. Teresa L. Frank**  
HQ AFMC/FMC  
Wright-Patterson AFB

Resource Advisor  
of the Year -  
Installation Level



**TSgt Jennifer E. Britton**  
62 OG/100  
Joint Base Lewis-McChord  
**Runner-Up**  
SSgt Nathan D. White  
35 CPTS  
Misawa AB, Japan

# ROLLER FISCAL YEAR 2015 AWARDS



Resource Advisor  
of the Year -  
MAJCOM/FOA/  
DRU Level



**TSgt Troy O. Campbell**  
HQ AFGSC/FMPP  
Barksdale AFB

Outstanding  
Contribution to  
Financial  
Management  
and Comptroller -  
Officer  
(MAJCOM/FOA/  
DRU Level)



**Lt Col Michael L. Bennett**  
HQ AFMC/FMAO  
Wright-Patterson AFB

Outstanding  
Contribution to  
Financial  
Management  
and Comptroller -  
Civilian  
(MAJCOM/FOA/  
DRU Level)



**Ms. Elizabeth U. Mendoza**  
HQ PACAF/FM  
Joint Base Pearl Harbor-Hickam

Outstanding  
Contribution to  
Financial  
Management  
and Comptroller -  
Enlisted  
(MAJCOM/FOA/  
DRU Level)



**MSgt Crystal Velez Greenhill**  
HQ AFGSC/FMP  
Barksdale AFB

# THE FINANCIAL MANAGEMENT & COMPT

Outstanding  
Contribution to  
Financial  
Management  
and Comptroller -  
Officer  
(SAF/AFCAA/  
Air Staff Level)



**Lt Col Ted A. Wahoske**  
SAF/FMBO  
Pentagon

Outstanding  
Contribution to  
Financial  
Management and  
Comptroller -  
Civilian  
(SAF/AFCAA/  
Air Staff Level)



**Mr. Jason P. Erar**  
SAF/FMBO  
Pentagon

Outstanding  
Contribution to  
Financial  
Management  
and Comptroller -  
Enlisted  
(SAF/AFCAA/  
Air Staff Level)



**TSgt Dennis W. Spear**  
SAF/FMBO  
Pentagon

Outstanding  
Contribution to  
Financial  
Management  
and Comptroller -  
Enlisted  
(Outside the  
Department of the  
Air Force)



**MSgt Amber S. Houston**  
NCISG J8  
SHAPE, Belgium

# ROLLER FISCAL YEAR 2015 AWARDS



The General Larry O. Spencer Special Acts and Services Award

**HQ AFIMSC**  
**Organizational**  
**Stand-up**  
AFIMSC/RM  
Joint Base San Antonio



## Special Acts and Services Award

### **HQ AFGSC Financial Management and Comptroller Directorate**

HQ AFGSC/FM  
Barksdale AFB (AFGSC)

### **DEAMS**

HQ AFGSC/FM  
Barksdale AFB (AFGSC)

### **AFICA/FM Operational Contract Support Joint Exercise Team**

AFICA/FM  
Wright-Patterson AFB (AFMC)

### **Enhanced Investment Funds Distribution**

HQ AFMC/FM  
Wright-Patterson AFB (AFMC)

### **FM Military In Acquisition (FMIA)**

HQ AFMC/FM  
Wright-Patterson AFB (AFMC)

### **HQ AFMC/FM Schedule of Budgetary Activity Exam Team**

HQ AFMC/FM  
Wright-Patterson AFB (AFMC)

### **Space and Missile Systems Center Cost Centralization Team**

SMC/FM  
Los Angeles AFB (AFSPC)

### **HQ AMC/FM DEAMS Implementation**

HQ AMC/FMA  
Scott AFB (AMC)

### **Financial Services AFIMSC Transition Team**

HQ AMC/FMF  
Scott AFB (AMC)

### **Transportation Working Capital Fund Accounting and Billing Audit Preparation Team**

HQ AMC/FMF  
Scott AFB (AMC)

### **AFIMSC Transition Team**

HQ PACAF/FM  
Joint Base Pearl Harbor-Hickam (PACAF)

### **Air Force Working Capital Funds Cash Management Program**

SAF/FMB  
Pentagon, Washington DC (SAF)

### **RAPIDS Change Control Number Tracker Tool Team**

SAF/FMB  
Pentagon, Washington DC (SAF)

### **AFCAA Analysis of Alternatives Cost Analysis Working Group Leadership Team**

SAF/FMC-AFCAA  
Pentagon, Washington DC (SAF)

### **Air Force Inflation Escalation Team**

SAF/FMC-AFCAA  
Pentagon, Washington DC (SAF)

### **JSTARS Recap Investment Team**

SAF/FMC  
Pentagon, Washington DC (SAF)

### **USAF Defense Acquisition University Curriculum Review Team**

SAF/FMC  
Pentagon, Washington DC (SAF)

### **HQ USAFE-AFAFRICA Financial Management and Comptroller Directorate**

HQ USAFE-AFAFRICA/FM  
Ramstein AB, Germany (USAFE)

### **NC3 Mission Assurance Project**

HQ NORAD-USNORTHCOM/J8  
Peterson AFB (HQ NORAD-USNORTHCOM)

### **Program, Budget and Execution Process Reengineering**

HQ NORAD-USNORTHCOM/J8  
Peterson AFB (HQ NORAD-USNORTHCOM)

# PRINCIPAL DEPUTY ASSISTANT SECRETARY, FINANCIAL MANAGEMENT – Mr. Doug Bennett



As I considered the theme for this edition of *Air Force Comptroller – Navigating FM’s Changing Landscape*, the words of Winston Churchill kept coming to mind “Americans and British are one people separated only by a common language.” Why is this relevant you may ask? Well, because I believe communication will be a critical enabler as we deal with navigating these volatile times. We rely on many means of communication depending upon the message.

Social media appears to be the medium of choice for many and it has its place. Many of you are members of the USAF Comptroller Facebook page, which I heartily endorse. I’m impressed with the willingness of everyone to conduct themselves in a professional manner and help each other out. However, I am concerned that in some instances, it has become the easy button and replaced the old school method of digging into the regulations and instructions. My advice to all of you is to continue to utilize social media, but as a starting point in the search for advice. Confirm any guidance you receive with documented policies, procedures, and regulations.

E-mail is another popular and effective way to communicate. It creates a record for posterity, as well as allows you to share information with a wide audience easily. The challenge with e-mail however is that is cumbersome when trying to teach others something new or express complex ideas requiring a back and forth conversation. However, like social media, e-mail is useful and sometimes the only means when individuals are geographically spread out or have scheduling challenges.

Face-to-face communication remains the most effective means of sharing ideas and establishing trust between people. Over my last year as your PDAS, I’ve tried to make it a priority to get out of my office and hear from all of you both in the building and at the MAJCOMs and bases. I will continue to make this a priority and look forward to hearing back from all of you. One of my most recent trips was down to Ft. Bliss to meet with our FMers supporting Operational Contract Support Joint Exercise (OCSJX) 2016. It was a great event and our FM team, both Air Force and Army, made us all look good. I bring this up because it exemplifies the dynamic nature of FM as well as the fundamental challenge described by Winston Churchill. Despite all of us working towards the same goal and as members of the Department of Defense, the issues seemed to revolve around the operating forces clearly communicating requirements to the contracting team, and finance Airmen and Soldiers translating unique Air Force and Army accounting data back and forth. The parting advice I received from our Army teammates was to get the smart people in a room and solve these issues. That is what OCSJX does and why we will look to expand the FM role in next year’s exercise and keep talking to one another. Don’t let our common language separate us. I’m always proud to tell people I’m a member of the Air Force team.

# DEPUTY ASSISTANT SECRETARY, COST AND ECONOMICS

— Ms. Kathy L. Watern



## Cost Assessment Data Enterprise (CADE)

During my entire 30-year career, many have asked if a single repository of cost data exists. Until now I would have said no, but soon we will have that capability through the Cost Assessment Data Enterprise (CADE).

CADE is an OSD Cost Assessment and Program Evaluation (CAPE) initiative with the goal to increase cost analyst productivity and effectiveness by collecting, organizing, and displaying data in an integrated single web-based application. Currently, a large part of the cost estimating process is collecting program data (cost, technical, software, and schedule) required to develop the estimate, leaving little time for analysis. This ad-hoc approach has led to multiple duplicative data repositories, or worse, data that only resides with the individual who collected it. CADE will bring a single comprehensive data collection and retrieval framework, enabling all cost analysts to quickly and easily access program data. Senior leadership has demonstrated a high, yet unmet, demand for cost analysis support. CADE will bring us a much needed solution, given the shortage of cost analysts and the increasing demand for cost analyses. CADE will reduce the time an analyst spends on ad-hoc data collection and validation, allowing for more in-depth, meaningful analysis in support of the DoD's mission.

The CADE project is a collaborative initiative across the DoD. OSD CAPE is working closely with multiple agencies including the Service Cost Agencies, the Office of the Under Secretary of Defense (OUSD) for Acquisition, Technology and Logistics (AT&L), and the Missile Defense Agency (MDA). The Air Force Cost Analysis Agency (AFCAA) is working closely with Air Force logistics and engineering communities to bring those synergies to the effort as well. In addition, the government CADE team is working closely with defense industries to achieve more efficient ways for the government to receive the data required, while easing the burden on industry to provide it the way it is used by DoD. The Air Force, with our CADE partners, is documenting data requirements for defined gaps, collecting historical data to fill those gaps, and institutionalizing means to collect, store, and retrieve the required data in the future. This effort will address all the complexities associated with integrating multiple diverse data sources into one authoritative source.

We've made great strides and initial increments of CADE's capability are available. I encourage you to check it out. I believe in a few short years we will achieve our joint vision of ensuring all required data and institutional knowledge is at the fingertips of our cost analysts. This will enable our cost community to provide a higher volume of innovative, timely, and effective cost analyses to decision makers at all levels. The anticipated end result will make it the exception—not the rule—to seek additional data or clarification from industry to complete our estimates. It will be my pleasure to pass on to new generations of cost estimators a premier data search and retrieval repository. This capability will allow analysts to say goodbye to the lengthy process of collecting, formatting, and normalizing data each time they estimate a program and move forward to more innovative analyses.

# DEPUTY ASSISTANT SECRETARY, BUDGET

– Maj Gen James Martin



## Five years after the passage of the Budget Control Act (BCA),

I find myself once again navigating through fiscal uncertainties created by this legislation and the impacts of the sharp, devastating cuts we took as a result of FY13's sequester. Since the passage of the BCA, we have been forced to make tough choices that have impacted every Airman—all during a time where we are one of the oldest, busiest, and smallest Air Forces in our history.

First, I want to say thank you. Thank you for facing these challenges head-on. I am reminded every day how passionate our Airmen are about the capabilities we bring to the joint fight. In times of declining budget topline and shrinking manpower, the demand for Air Force capabilities has continued to grow—and all of you did what was necessary to ensure our mission never failed. The turbulent budgetary landscape we faced the past few years is unprecedented. However, despite these fiscal challenges, our Air Force is doing great things. For over a year, our Air Force led the global airpower response against the Islamic State of Iraq and the Levant (ISIL), while still heavily engaged in Afghanistan. We serve as a critical partner in the joint response to a resurgent Russia, a rising China, and an unpredictable North Korea. You, as financial managers, make all of that happen. Be proud of that. Without money, there truly is no mission.

The strategies our senior leaders built to navigate these challenges are consistently communicated through enhanced partnerships with Congressional staff on Capitol Hill. We have made great strides to establish and foster relationships with those who hold the power of the purse. It is imperative that we not operate in a vacuum when it comes to budgeting the requirements necessary to provide the capabilities our combatant commanders need. These relationships allowed the Air Force to effectively communicate requirements above BCA levels, resulting in additional topline in the Bipartisan Budget Acts of 2013 and 2015.

The lessons we learned and put into practice with our Congressional partners are applicable at all levels of the Air Force; whether you're maintaining aircraft on the flight line, processing travel vouchers in the finance office, or working at a headquarters staff. Until the short-term budget resolutions cease to exist and we are able to have fiscal stability and sufficient budget topline, it becomes more crucial that all of us build relationships with those we partner with to accomplish our mission. Financial managers are problem solvers, team players, and the ultimate Force Multiplier. We will never have all of the resources desired to do our jobs, but the partnerships we build are what we can leverage when tough choices need to be made.

Keep up the great work you do every day. Reach out to your colleagues in the contracting, operations, civil engineering, and other functional communities and build partnerships with them. Establish the relationships necessary to build trust and ease the navigation of these challenging landscapes. I commend all of you for the blood, sweat, and tears you've spent battling these times of unprecedented fiscal conditions. I am honored to serve with you.

**Thank you for all you bring to the fight.**

# DEPUTY ASSISTANT SECRETARY, PROGRAMS

– Brig Gen Edward Fienga



## Lessons Learned Regarding Processes, Databases and a Reorganization

Previously in this forum, I discussed the reorganization of the Headquarters Air Force staff responsible for building and defending the Air Force’s annual Program Objective Memorandum (POM). After one full Planning, Programming, Budgeting & Execution (PPBE) cycle of experience with the reorganization, now I would like to briefly focus on a few of the significant lessons we have (re-)learned regarding this particular reorganization, and as personnel responsible for the allocation and execution of AF resources, what we should demand of future reorganizations.

First and foremost, each reorganization has/should have a specific, clearly-defined problem that reorganization will solve. Almost a year after the direction to reorganize, the purpose of the PPBE reorganization was ultimately clarified. Suffice it to say, the “slight modification” of the purpose was significant enough to question the actions taken to solve the updated purpose. It remains fundamental to the success of the reorganization—and to maintain the trust and morale of the employees involved—to stay focused on solving that original problem first. “Change” is a constant, but if we lose focus, or add too many “riders” (e.g. a Congressional bill), we undermine the necessity of the reorganization and risk losing the support of those employees most directly affected by the reorganization.

Secondly, processes have to change as a result of the reorganization. Particularly as they relate to PPBE, sequencing of actions (i.e., costing, pricing, etc.) makes a difference. If the reorganization is of significant magnitude—and the PPBE reorganization was—then a Business Process Reengineering (BPR) should accompany and precede the ultimate reorganization. Ostensibly, the reorganization will solve a problem. If a BPR does not accompany the reorganization, it could also create problems which will reveal themselves at a future time, at a time most likely to be more inconvenient than the time to conduct the BPR. Further, in addition to re-snapping the chalk line on complex and intertwined processes, the BPR effort could quite possibly reveal some “blind spots” of the reorganization that were not previously considered.

Finally, and perhaps most pertinent to our PPBE business, databases matter. Any suggestion to reorganize any portion of those responsible for conducting PPBE processes should be met with a healthy dose of skepticism of being able to maintain data integrity. Data integrity is our commodity—we must ensure the data we use, the numbers we report, the foundation for all facts we know about programs remains absolutely the “authoritative data” that senior leaders at all levels expect it to be. That authoritative data also has to be commonly used and referenced by all portions of the PPBE elements. Done correctly, that skepticism with which we greet the recommendation for reorganization should translate into data integrity for senior leaders before, during, and after the reorganization. Failure to do so risks losing the trust and professional credibility we work daily to create and maintain.

In summary, we are given a large responsibility in being the stewards of the AF’s resources. When tasked to reorganize, we also take on the responsibility to ensure singularity of purpose and, more importantly, a “chain of custody” of the credibility, trust, and confidence in the authority of the data we receive, use, and create.

# DEPUTY ASSISTANT SECRETARY, FINANCIAL OPERATIONS

– Mr. Thomas Murphy



**In my younger days**, when I was less prone to randomly falling over, I went rock climbing on an Outward Bound trip. Frank, one of the younger guys in our group, struggled with rock climbing. On the first twelve feet of rock face, he would grasp, stumble, and repeatedly drop to the bottom and re-start. No one wanted to climb behind Frank because you'd lose an hour of climbing waiting for him to finish his launch. Then, without warning, you'd look over and he'd be 15 to 20 feet off the ground climbing the rock face! He'd climb the next 100 feet in minutes and overcome obstacles far more daunting than anything he faced in that first 12 feet. Once Frank committed himself to the climb, he was poetry in motion.

One of the things Frank struggled with was that he couldn't see the top of the rock face. Not only couldn't he see the top, but he really couldn't see more than the first 25-30 feet. That fact stopped him over and over again because he didn't want to start unless he was 100 percent sure he could succeed. It wasn't until he mustered enough confidence in his abilities to overcome the unknown that he would start his climb. Shortly after our trip, I sent Frank a thank you note.

My wife and I grew up together in inner-city Chicago. It was our long-time dream to buy a farm and move out to the country. We'd been married four years, were expecting our third child and, despite plenty of talk, we were still living in the inner city. Two months after I watched Frank, we bought a 30-acre farm in northern Minnesota and began living our dream. It dawned on us that we were stuck at the bottom of our own rock face. Once we realized that, we committed to reach for our dream, we built the confidence needed to overcome whatever obstacles the climb held, and we never looked back. Thanks Frank!

As an Airman, you learned early on more about commitment and confidence than I'll learn in a lifetime. As Air Force FM leaders, you know we are climbing Mt. DEAMS to help reach Mt. Auditable to ultimately get to the summit of Mt. Clean Opinion. There are no elevators here. We can't see the top from here. We don't know exactly what obstacles are ahead. We're on belay fifty feet off the ground, armed with our commitment to reach the top and confidence in our ability to get the job done.

Thank you for looking up the rock to understand where our coaches, FIAR team, and auditors need you to go next. Thank you for looking to the side to support your fellow climbers. Thank you for looking down to offer your lessons learned and to extend a hand for support. But most of all, thank you for your commitment to make the Air Force successful in our climb to a clean audit opinion!

**Upward!**

# DIRECTOR, FM WORKFORCE DEVELOPMENT AND EXECUTIVE SERVICES

– Ms. Shar Kaina



**“You must be the change you wish to see in the world.”**  
– Mahatma Gandhi

**We’ve all heard the quote, “The only thing constant about change is change itself.”** It’s a cliché that reminds us we all live in changing times and that we need to adapt to that reality and not get stuck in our ways. There’s some value that comes from that quote, but it’s mostly a passive, meager approach. When I compare it to Gandhi’s words on the same topic, it’s a dramatically different leadership vision on dealing with the uncertain times we live in. It’s the difference between saying change happens to us or we own change. We’re Airmen – our culture and our Air Force is about leading change to shape our future – and it’s our driving approach to strengthening our FM workforce development opportunities and capabilities. I’d like to spend some time telling you about a few of our initiatives like FM Certification, the automated Individual Development Plan (IDP), and some forward-leaning programs we’re pursuing in the world of Education and Training!

First, I am proud to announce that over 70 percent of the Air Force financial managers who started on our FM Certification journey 18 months ago are certified. While we built a strong implementation plan to get this jump-started, the real story is that after the initial speedbumps, FM Airmen pulled up their socks and proactively made it happen. FMers have shaped their destiny and our overall successes in this significant, wide-reaching DoD program. FYI – other Services would gladly change places with what our team achieved. Way to go! We still have some work to do. Thirty percent of our personnel from the initial implementation population must still get certified by 1 July 2016, but we’re ready to help you finish the job. Contact our certification team to help you join the ranks of the certified!

Next, we’ve spent a lot of thoughtful time asking how best to help an individual manage their career. Those discussions and some creative engineering helped produce the automated IDP. The automated IDP is a great place to record your training, list your goals, and plan for your future. This tool will help you and your supervisor be proactive in your career! Once you enter your career information to include past assignments and training, your goals, and desired training, you can send your supervisor an email from the IDP to begin a virtual discussion about your future! The IDP is a user-friendly way to ignite the discussion and track progress.

SAF/FM Senior Leaders were instrumental in the approval to move the Financial Management and Comptroller School from Keesler AFB to Maxwell AFB. Serving as a foundation and in collaboration with SAF/FME, the folks at Maxwell transformed FMSOC into the Professional Financial Management Course (PFMC), which boasts more decision support, is delivered in an active and participative learning environment, and completes the Level II FM Certification requirement! Other changes on the E&T front included developing the Basic FM Officer Course (BFMOC) into one of the first blended training courses in the Air Force – we reduced TDY days, redesigned it to include all course requirements for a Level I certification, and used virtual learning tools that now mirror what our students see in college!

We continue to work with a proactive lens supporting your development and your future. **“Be a Gandhi” and help us help you drive the changes you want in becoming the best FMer you can be!**

# EXECUTIVE FOR ENLISTED MATTERS

– CMSgt John Writer



## Decision Support (DS) is the bedrock of financial management.

It is the now and future of what our career field provides senior leaders at every level of the Air Force. However, the steps taken to formulate decisions or courses of actions for our decision makers may differ depending on how you were taught. The focus here is not to go through the DS steps or determine the best model to use. Rather, I'd prefer to focus on a simple word, Support.

The DS models I've seen seem to skim over a very critical component of DS, actually supporting the decision made. This should be the easiest component of the model; however, at times, we spend a lot of time analyzing and finding fault with the decisions made. I've seen folks conduct analysis to help fuel energy against a decision instead of working towards implementation and execution (meaning performance, not killing).

I can recall two specific examples of when way too much effort was spent to thwart a decision. First, the paper copy Leave and Earning Statement (LES). OMG! You would have thought we were actually taking away a person's paycheck. We weren't. Despite being told the "why," and belonging to FM, our own folks refused to opt out of the paper copy until they were forced to. They refused to comply because of the "general purpose" of it. How did that work for them? They now log into DFAS.mil to check their LES.

The other example, Blues Monday. Awe, now this was fun. After years of wearing BDUs and ABUs to work every day, a decision was made that on Mondays our Airmen would wear blues. Army and Air Force Exchange Service had a remarkable earnings quarter. Now, I can't recall the reason for this change; didn't really matter. The boss says, "John, you will wear blues on Monday from now on." My response, "Yes sir." (#compliance #obey). Not everyone felt the same. Folks wanted, or should I say, demanded the reasons, and explanations. In the end, they wore their blues. It would have been simpler if everyone had just supported the decision vice fighting it. Now, if you're sitting there thinking, "You know John, they did rescind that policy," you are totally missing the point.

I've worked with and for some of you in the past. You may recall a time where I may have fought a decision and not fully supported it, at first. Times were different then. Besides holding out for JDCIII to come back, I've learned it is far easier to support the decisions made. Defense Travel System (DTS); Defense MilPay Office (DMO); Reserve Travel System; Web-DMO; Air Force Financial Services Center (going to, coming back, and staying); Windows (name the version); contingency, exercise, and processing deployment vouchers in DTS; LeaveWeb; Defense Enterprise Accounting Management System; Diners Club; American Express; Government Travel Card (GTC); Controlled Spend Account; GTC again; and centralization of you name it. These systems, programs, and ideas generated some type of decision needing support. Support of not one person or team, but rather our entire FM team.

# DIRECTOR, DEFENSE FINANCIAL MANAGEMENT AND COMPTROLLER SCHOOL

– Col Louise Shumate



## Embrace Change and Move Ahead

**“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.” – Socrates**

When it comes to change it's sometimes easier to take the less painful path, but what do you really gain from doing that? In terms of time and energy, the easier path may end up being a slightly different form of the status quo. The whole purpose of change is to do multiple things; for example: do things better, make things better than you found them, adjust to a new process that is being pushed from the top down, let go of a process, and the list goes on. Whatever the case may be, there will be obstacles in your or your team's path that will block or try to stifle the change that is about to happen. But, no matter where you sit in an organization that is about to embark on something new, the one thing we all need to do is to ... **embrace the change.**

Most everyone is aware that one of the biggest recent changes at the Defense Financial Management & Comptroller School is the addition of a new course to our repertoire, the USAF Professional Financial Management Course. However, at the time the Financial Management Staff Officer Course was approved to transfer from Keesler AFB to Maxwell AFB, none of our active duty AF officers, including myself, had ever attended the course. It was quite a challenge to take on learning all we could about the course, while staying on top of our existing responsibilities. Nonetheless, we were “all in” to support the SAF/FM vision to transform the course from tech training to education, as that is what our team does best. It took a lot of teamwork from various organizations to get us to launch day of the first beta course, and the work is not over yet. We will continue to improve the course content to ensure we are providing relevant material at the right time for career development.

My team accomplished quite a bit over the past year and continue making great strides for the future. Change doesn't seem so bad when everyone works together and moves forward. With both the Defense Financial Management Course and the Professional Financial Management Course, we continue to change and improve based upon input from the FM community, student feedback, and evaluations of content relevancy. Because we are continuously updating our course content, one student's experience may vary quite a bit from that of the next.

Even though our team works hard each day, sometimes it's hard to see the changes we're making in the short-term, but when we look back, it's easy to see all we've accomplished. There is considerable value in taking the time to reminisce about all the accomplishments we, and all of SAF/FM, have achieved. Embracing change is what we do day in and day out, so if you find yourself struggling to get that one person on board with an organizational change, you may want to share this insight from Mary Englebreit, **“If you don't like something, change it; if you can't change it, change the way you think about it.”**

# ACES HIGH AWARDS



## SrA Alex Eden

366th Comptroller Squadron, Mountain Home AFB

SrA Alex Eden is currently a financial services technician assigned to the 366th Comptroller Squadron at Mountain Home AFB, ID. Alex hails from Lompoc, CA and attended Cabrillo High School. He then moved to Sacramento, CA where he attended Sacramento City College. After completing his first year at Sacramento City College, he enlisted in the United States Air Force, attending technical training for financial management at Keesler AFB, MS.

SrA Eden excelled during basic military training and graduated in the top 10 percent of his technical training school. In April 2014, SrA Eden arrived at Mountain Home AFB, ID and was assigned as a financial services technician working as part of the PCS team. His presence and dedication to the mission was felt immediately within the Financial Services Flight. He quickly recognized and corrected a problem with civilian relocation vouchers by creating a tracking database and standard operating procedures which helped avert over \$15,000 in debts for members. Most recently, SrA Eden deployed to Jabar AB, Kuwait in support of Operation Iraqi Freedom. His exceptional efforts in garrison and downrange, garnered SrA Eden the ACC/IG "Superior Performer" Award, 366th Comptroller and Fighter Wing Staff Airman of Quarter, and SrA Below-the-Zone promotion. SrA Eden continues to develop himself by diligently pursuing his CCAF and other leadership opportunities. He leaned forward during the announcement of the FM Certification program and finished all of his requirements 20 months ahead of schedule. SrA Eden is a role model for his peers and subordinates, exudes excellence in all he does, and is without a doubt **ACES HIGH!**



## TSgt Lindsey Pickren

99th Comptroller Squadron, Nellis AFB

TSgt Lindsey C. Pickren is the non-commissioned officer in charge of the Financial Services Flight, as well as the deputy disbursing officer assigned to the 99th Comptroller Squadron at Nellis AFB, NV. She enlisted in the Air Force on 4 December 2002. Upon completion of basic training, she attended technical school at Keesler AFB, MS. In May 2003, she arrived at the 377th Comptroller Squadron, Kirtland AFB, NM and was assigned to the temporary duty travel team.

In February 2007, TSgt Pickren PCS'd to Incirlik AB, Turkey where she was the sole cashier at the largest AF cash disbursing office. Following her assignment in Turkey, TSgt Pickren PCS'd to Peterson AFB, CO in 2009 where she was the NCOIC of travel and military pay. While stationed at Peterson she deployed to Ali AB, Iraq in 2009 as a cashier/customer service technician and disbursed over \$106 thousand to local interpreters. After two months, she forward-deployed to Bagram AB to work the TQ79 listing. In January 2012, TSgt Pickren deployed again to Al Jabber AB, KU.

Her last assignment before relocating to Nellis AFB in Oct 2015 was at Shaw AFB where she held the roles of NCOIC, Quality Assurance from 2012-2013 and budget technician from 2013-2015. She completed 21 credit hours in six months to earn her FM CCAF degree, while leading numerous volunteer events as the unit advisory council president. She earned 20 CPTS NCO of the Quarter for January - March 2013, July - September 2014 and April - June 2015. Finally, she was the 20 CPTS NCO of the Year for 2013 and 2015. TSgt Pickren's superb dedication, invaluable performance, and professionalism truly make her **ACES HIGH!**

# ACES HIGH AWARDS



## SrA Michael Pudvah

2nd Comptroller Squadron, Barksdale AFB

SrA Michael Pudvah is a quality evaluation technician assigned to the Financial Management Flight, 2nd Comptroller Squadron, Barksdale AFB, LA. SrA Pudvah was born in Melbourne, FL and attended Eau Gallie High School. Upon graduation, he attended Eastern State University for several semesters before taking the patriotic leap and enlisting in the United States Air Force on 12 August 2012.

Embracing his first assignment in the financial community at Barksdale AFB, SrA Pudvah mastered nearly every facet of customer service (travel/military pay entitlements, debts, etc.). In addition to serving as a PCS technician and backing fellow teammates on other teams, Airman Pudvah performed cashier duties, accounting for more than \$2.3 million in payments and collections with flawless accuracy. Among his many accolades, Airman Pudvah has been recognized three separate months as the 2nd Bomb Wing Staff (BWS) “Diamond Sharp” Award winner, two BWS Airman of the Quarter awards, named the 2015 BWS Airman of the Year, and has been “coined” multiple times by general officers and distinguished visitors. A superstar at every level, he was also recognized as Headquarters Air Force Global Strike Command’s (AFGSC) Airman of the Quarter in 2014 and the Airman of the Year for 2015. SrA Pudvah’s selfless devotion to service and his impressive track record makes him **ACES HIGH!**



## SSgt Brett R. Stevens

86th Comptroller Squadron, Ramstein AB, Germany

SSgt Brett R. Stevens is a financial management analyst assigned to the 86th Comptroller Squadron at Ramstein AB, Germany. SSgt Stevens was born in Kansas City, MO in 1988 and entered basic military training in 2010. Shortly thereafter, he attended Financial Management Technical School at Keesler AFB, MS. On 13 May 2011, SSgt Stevens arrived at his first duty station, Whiteman AFB, MO. After serving as a financial services technician for over ten thousand customers he was elevated to lead defense travel administrator. SSgt Stevens’ outstanding performance continued upon his arrival to Ramstein AB, Germany. He made an immediate impact as a part of the travel team and his superior efforts led to his selection as the USAFE/FM Airman of the Quarter and the Diamond Sharp award.

SSgt Stevens exemplified the Combat Comptroller model while deployed to Al Udeid AB, Qatar. While deployed he completed his last class towards his CCAF degree, passed the FM Concepts Course, and enrolled in the University of Maryland University College. His relentless initiative led to his selection as the AFCENT/FM Budget Technician of the Quarter. SSgt Stevens’ dedication was critical in his flight being recognized as the USAFE/FM Financial Services Flight of the Year. Now serving as the 86th Operations Group budget analyst, he expertly manages a \$9.5 million annual program. SSgt Stevens’ consummate professionalism, tireless work ethic, and commitment to others in the Air Force and the community makes him truly **ACES HIGH!**

# PROMOTIONS

## AETC

## AFMC

## PACAF

Whitfill, Lance TO A Col; HQ AETC/FMB – JB San Antonio-Randolph

Clark, Justin TO A GS-15; AFLCMC/WNSF – Wright-Patterson AFB

Coleman, Michael TO A GS-15; AFLCMC/WWD – Tinker AFB

Lalonde, Lissa TO A GS-15; AFLCMC/HNIF – Hanscom AFB

Pierri, Jody TO A GS-15; AFLCMC/WFC – Wright-Patterson AFB

Reithman, Keith TO A GS-15; AFLCMC/WWZF – Wright-Patterson AFB

Greene, Carl TO A CMSgt; 354 CPTS/FMD – Eielson AFB

## ACC

Anderson, Kat, MSgt; 99 CPTS/FMF – Nellis AFB

Christopher, Beth, TSgt; 99 CPTS/FMF – Nellis AFB

Peake, Shirrisha W., Maj; AFIMSC/Det 8/CP

– JB Langley-Eustis

Pickren, Lindsey, TSgt; 99 CPTS/FMF – Nellis AFB

Plack, Eric, TSgt; 99 CPTS/FMF – Nellis AFB

Teso, Mary J., MSgt; 325th CPTS/FMF – Tyndall AFB

## AETC

Helderman, Patrica, SMSgt; 56 CPTS/FM – Luke AFB

Lerohl, Jeffrey, MSgt; 81 CPTS/FMF – Keesler AFB

O'Brien, Michiah, SMSgt; 47 CPTS/FM – Laughlin AFB

Peterson, Steven, Maj; HQ AETC/FMBI

– JB San Antonio-Randolph

Rivas, Arturo, GS-13; HQ AETC/FMBI

– JB San Antonio-Randolph

Rivera, Jennifer (STEP promo), TSgt; 42 CPTS/FMQ

– Maxwell AFB

Ruiz, Vanessa, MSgt; 42 CPTS/FMF – Maxwell AFB

Townsend, Melanie, SMSgt; 81 CPTS/FM – Keesler AFB

Wynn, Sheniek, MSgt; AFLCMC/HIBD – Gunter AB

Zicopula, Tobey, TSgt; 97 CPTS/FMQ – Altus AFB

## AFMC

Austin, Michelle, GS-12; 96 TW/FMA – Eglin AFB

Bernal, Sarah, DO-02; AFRL/RD/RDFO – Kirtland AFB

Brown, Kevin, GS-13; AFNWC/NIF – Hill AFB

Collazo, Sheryl, GS-13; AFLCMC/WWJF

– Wright-Patterson AFB

Davis, Michelle, GS-12; AFRL/RD/RDFO – Kirtland AFB

Demers, Charles, GS-12; AFRL/RD/RDFC – Kirtland AFB

Early, Julia, NH-03; 412 TW/FMA – Edwards AFB

Flaherty, Sarah, GS-13; AFLCMC/HBM – Hanscom AFB

Gooding, Nicole, GS-12; 402 MXSG/MXDSR – Robins AFB

Gurney, Brianna, GS-13; AFLCMC/HBQ – Hanscom AFB

Harvey, Christine, GS-12; AFLCMC/HBG – Hanscom AFB

## AFMC cont.

Hatfield, Stephanie, GS-12; AFLCMC/WISF

– Wright-Patterson AFB

Haughton, Andrede, GS-13; AFLCMC/PZM – Hanscom AFB

Henry, Robert K., GS-13; AFSC Hill OL/FZRD – Hill AFB

Herlihy, Stephanie, GS-13; AFLCMC/FZA – Hanscom AFB

Jackson, Patrick, GS-13 (temp); AFRL/FMC

– Wright-Patterson AFB

Kellenbence, Katee, GS-13; AFNWC/FZI – Kirtland AFB

Lawrence, Debra, NH-03; 412 TW/FMA – Edwards AFB

Leak, LaShonda, GS-12; AFRL/RQF – Wright-Patterson AFB

Lees, Debra A., GS-12; 75 CPTS/FMAO – Hill AFB

Lindo, Kimberly, GS-13; AFLCMC/HBB – Hanscom AFB

Lundy, Emerald, GS-11 T 12; AFLCMC/HNIF – Hanscom AFB

Martin, Phil, GS-13; AFLCMC/WIGF – Wright-Patterson AFB

Martinez, Elsa, GG-12; AFLCMC/HNCF – Lackland AFB

Miller, Max, GS-12; 96 TW/FMA – Eglin AFB

Murphy, Shannon, GS-13; AFLCMC/HBNA – Hanscom AFB

Nonnon, Jacqueline, GG-12; AFLCMC/HNCF – Lackland AFB

Norris, Dell, GS-14; AFLCMC/WNYF – Robins AFB

Olmstead, Jeffery, GS-12; AFRL/RD/RDFS – Kirtland AFB

Pier, Nicholas, Maj; HQ AFMC/FMAO – Wright-Patterson AFB

Rowe, Aleana, GS-13; HQ AFMC/FMPT

– Wright-Patterson AFB

Rozell, Sara, GS-13; AEDC/FMA – Arnold AFB

Sayre, Zachariah, GS-13; AFRL/FMC – Wright-Patterson AFB

Scupski, John, GS-14; AFLCMC/FZCX – Wright-Patterson AFB

Shaw, Jennifer, GS-12; AFLCMC/EBHM – Hill AFB

Snyder, Jack, GS-13; AFLCMC/FZCX – Wright-Patterson AFB

Stedje, John, GS-14; AFNWC/NIF – Hill AFB

Steele, Tracey, DO-III; AFOSR/FMF – Arlington, VA

Taylor, Zach, GS-11 T 12; AFLCMC/HNIF – Hanscom AFB

Tello, Daysha, GS-14; AFLCMC/WWMF – Hill AFB

Torres, Juan, GG-11; AFLCMC/HNCF – Lackland AFB

Urbanas, Carl, GS-13; HQ AFMC/FMAO

– Wright-Patterson AFB



## AFMC cont.

Walker, Brenda, GS-12; AFLCMC/LZPTC – Tinker AFB  
 Watts, LaTiffany, GS-13; AFLCMC/EBYC – Eglin AFB  
 Westerbeck, Keith, GS-13; 72 CPTS/FMAO – Tinker AFB  
 Whitney, Kimberly, GS-14; AFLCMC/HBSF – Hanscom AFB  
 Williams, Ensigne, GG-12; AFLCMC/HNCF – Lackland AFB  
 Woolley, Matthew, GS-14; AFNWC/NIF – Hill AFB

## PACAF

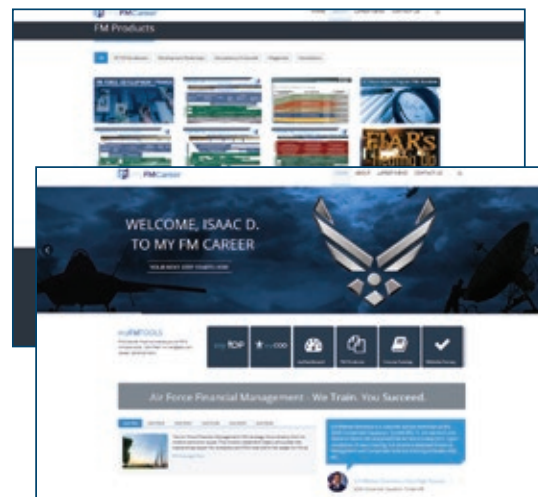
Allen-Nix, Sutanya, TSgt; 51 MSG/RA – Osan AB,  
 Republic of Korea  
 Cunningham, James, Lt Col; 374 CPTS/CC – Yokota AB, Japan  
 Ewell, Verronica, MSgt; 36 CPTS/FMA – Andersen AFB  
 Gomez, Mayra, Capt; 7 AF/FM – Osan AB, Republic of Korea  
 Hicks, George, TSgt; 36 CPTS/RA – Andersen AFB  
 Jones, Tabitha, TSgt; 36 CPTS/FMF – Andersen AFB  
 Lee, Kon, TSgt; HQ PACAF/FM/FMIF  
 – JB Pearl Harbor-Hickam  
 McCray, Julius, TSgt; 374 CPTS/FMF – Yokota AB, Japan  
 Nelson, Kristy, MSgt; 354 CPTS/FMA – Eielson AFB  
 Robinson, Lawrence, TSgt; 8 CPTS  
 – Kunsan AB, South Korea

## PACAF cont.

Rush, Nichole, TSgt; 15 CPTS/FMF – JB Pearl Harbor-Hickam  
 Sebulsky, Thomas “Lee”, MSgt; 374 CPTS/FMF  
 – Yokota AB, Japan  
 Sing, Marvin, MSgt; 51 CPTS/FMF – Osan AB,  
 Republic of Korea  
 Sollano, Laura, MSgt; 673 CPTS/FMA  
 – JB Elmendorf-Richardson  
 Sousa, William, MSgt; 673 CPTS/FMF  
 – JB Elmendorf-Richardson  
 Viola, Eric, TSgt; 673 CPTS/FMF – JB Elmendorf-Richardson  
 Wells, Melissa, MSgt; 15 CPTS/FMQ – JB Pearl Harbor-Hickam

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# RETIREMENTS

## AFMC

Bowen, Randal AS A GS-15; AFLCMC/FM/FZ – Wright-Patterson AFB  
Plummer, Jeffery AS A GS-15; AFLCMC/WWZF – Wright-Patterson AFB  
Tanner, Lorraine AS A GS-15; AFLCMC/WNSF – Wright-Patterson AFB

## ACC

Clark, Laurence, GS-12; 505th CCW/FM – Hurlburt Field  
Goens, Deborah, GS-13; HQ ACC/FM/FMAOO  
– JB Langley-Eustis  
McGill, Vontresia S., MSgt; 20 CPTS/FMAS – Shaw AFB  
Sayles, Nicole Smith, MSgt; 12AF/FM – Davis Monthan AFB  
Smith, Lori, GS-12; 99 CPTS/FMA – Nellis AFB  
Vinson, Tanya, TSgt; 99 CPTS/FMA – Nellis AFB

## AETC

Francis, John, GS-14; HQ AETC/FMFE  
– JB San Antonio-Randolph  
Gilbert, Timothy A., TSgt; 82 CPTS/FMQ – Sheppard AFB  
Hatch, Glenda, GS-12; HQ AETC/FMFE  
– JB San Antonio-Randolph  
Olson, Sheryl, GS-12; HQ AETC/FMBO  
– JB San Antonio-Randolph  
Rineheart, Jeremy, TSgt; 71 CPTS/FM – Vance AFB  
Sommers, David, SMSgt; 14 CPTS/FMD – Columbus AFB  
Whitehead, Benjamin III, MSgt; 17 CPTS/FMQ  
– Goodfellow AFB

## AFMC

Anderson, Zana, GS-13; AFNWC/NIF – Hill AFB  
Ball, Jennifer, GS-13; AFIMSC/RMFS  
– JB San Antonio-Lackland  
Balli-Salinas, Leticia, GS-12; AFIMSC/RMFS  
– JB San Antonio-Lackland  
Blackshere, Pamela, GS-12; AFLCMC/WWD – Tinker AFB  
Brown, John, GS-12; AFLCMC/WLMF – Wright-Patterson AFB  
Bubp, Jerry, GS-14; AFLCMC/WWMF – Wright-Patterson AFB  
Burke, Grace, GS-14; AFLCMC/HBB – Hanscom AFB  
Coveal, Sandra, DO-2; AFRL/RD/RDFO – Kirtland AFB  
Edwards, Lois, GS-12; AFLCMC/LZPE – Tinker AFB  
Galvan, Patricia, GS-12; AFLCMC/EBDI – Eglin AFB  
Garcia, Thelma, GG-12; AFLCMC/HNCF  
– JB San Antonio-Lackland  
Grefe, Harriet D., GS-12; AFRL/AFRL/FMA  
– Wright-Patterson AFB

## AFMC cont.

Krambule, Barbara, GS-12; AFLCMC/HBZF – Hill AFB  
LaPlante, Sandy, GS-13; AFLCMC/HBSF – Hanscom AFB  
Lehman, Julie, GS-12; AFTC/SMOF – Hill AFB  
Livaudais, Divina Gracia, GS-12; AFSC/FZR  
– Wright-Patterson AFB  
Manfre, Catherine, GS-14; AFLCMC/HICF – Gunter AFB  
McCabe, JoAnn, GS-13; HQ AFMC/FMPW  
– Wright-Patterson AFB  
Mills, Doris, GS-12; AFLCMC/WWZF – Tinker AFB  
Misenar, Karla, GS-12; AFSC/FZRD/FZRD – Tinker AFB  
Morris, Vickie, DO-II; AFRL/RQFW – Edwards AFB  
O'Reilly, John, GS-12; AFLCMC/WLMF  
– Wright-Patterson AFB  
Patton, Adeline K., GS-12; AFLCMC/WFCA  
– Wright-Patterson AFB  
Puga, Tom, GS-12; AFRL/RD/RDFC – Kirtland AFB  
Ramirez, Martha, GG-11; AFLCMC/HNCF  
– JB San Antonio-Lackland  
Robert Nelson, GS-12; AEDC/FMP – Arnold AFB  
Scinto, Connie, GS-13; AFRL/711 HPW/FMT  
– Wright-Patterson AFB  
Shaw, Rachelle, GS-12; AFLCMC/HBQF – Peterson AFB  
Spicer, Frederick, GS-13; AFLCMC/HBSF – Hanscom AFB  
Stoecker, Julie, GS-12; AFLCMC/WFCA  
– Wright-Patterson AFB  
Stout, Thomas, GS-12; AFLCMC/HICF – Gunter AFB

## AFSOC

Anthony, Cecilia, TSgt; 27 SOCPTS/FMA – Cannon AFB





AIR FORCE



COMPTROLLER